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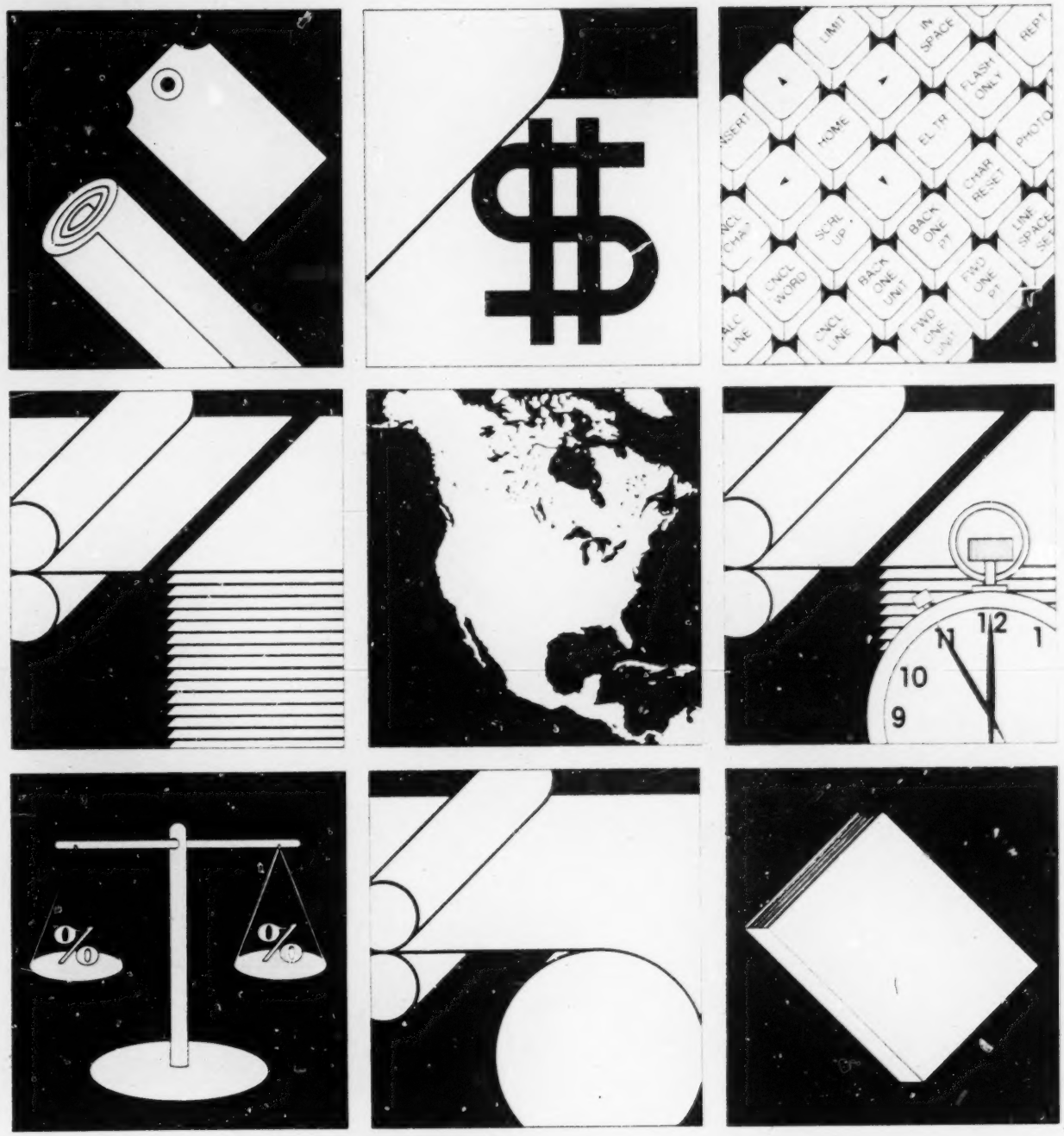
Printing Industries of America, Inc.

1984 Financial Ratios



Volume VII
Web Offset Printers—Non-Heatset

ABOUT PIA . . .

Printing Industries of America, Inc., is a federation of national, regional, state, and city associations composed of over 12,000 graphic arts firms. PIA and its affiliated associations comprise the largest trade association in the world dedicated to serving the interests of the graphic arts community. Membership in one of PIA's Affiliated Associations automatically entitles an organization PIA membership.

PIA's Financial Services offers the following products and services:

- PrintFinance: PIA in conjunction with Merrill Lynch brings you an innovative, comprehensive financial package called PrintFinance, available only from PIA Financial Services. PrintFinance is a unique competitively priced financial service package developed especially for the printing industry and allied graphic arts firms.
- The Annual PIA Financial Ratio Study - A Multinational Financial Survey
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- Financial Management/Microcomputer Seminars

For further information, contact:

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PIA's Education and Publication Group is active in financial management, offering numerous publications on the subject:

- Best & Worst Markets for Printers in the 1980s (a unique marketing and financial planning aid, available by subscription directly from PIA)
- Cost Accounting for the Job Order Printer
- Graphic Arts Estimating, Volume I
- Money Making Guide to Printing Estimating, revised edition
- Running in the Black: Six Steps to Managing Printing Profitability
- Sales Compensation in the Printing Industry - 1983
- Simplified Cost System
- Tax Planning for Your Graphic Arts Business
- Understanding Value Added
- Value Added Financial Management: A Guide for Printers
- 1981-82 Production Management Compensation Survey
- 1983 Survey of Sales Management: Practices and Compensation
- 1984 Executive Compensation Report

These books are available through PIA Affiliated Associations' Graphic Arts Bookstores. For further information, contact:

Printing Industries of America, Inc.
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61ST annual ratio study compiled from the operating statements and balance sheets submitted by representative members of the printing industry, and computed by RGS Enterprises, Inc., 1 Carlisle Road, Arnold, Maryland 21012.

1984 FINANCIAL RATIOS

NON-HEATSET WEB OFFSET

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PRINTING INDUSTRIES OF AMERICA, INC.

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Printed in U.S.A.

PRINTING INDUSTRIES OF AMERICA, INC.

1730 North Lynn Street, Arlington, VA 22209 (703) 841-4805

Dear Colleague:

1984 is the 61st year in which Printing Industries of America, Inc. has collected and published detailed financial ratio information for members of the graphic arts community. The data presented each year provide a detailed and comprehensive picture of the financial status of the major segments of the U.S. and Canadian graphic arts industries. In addition, it allows individual firms to compare their annual performance with that of many other similar firms, including those which earn well above-average profits. Ratio results are published annually. They are summarized as follows:

- Management Guide to the PIA Ratios
- All Printers by Sales Volume
- All Printers by Product Specialty
- All Printers by Geographic Area
- Sheetfed Printers by Size and Geographic Area
- Web Offset Printers — Heatset
- Web Offset Printers — Non-Heatset
- Combination Offset — Sheetfed/Web
- Book Manufacturers' Ratios
- Large Printers' Ratios
- Typographers' Ratios
- Preparatory Specialists' Ratios
- Binders' Ratios
- Quick Printers

For a more complete composite picture of your company's performance relative to the U.S. and Canadian printing industry, several books could be used in your analysis, such as one of the overview volumes, e.g., *All Printers by Sales Volume*, and one that addresses your particular business segment or production process, e.g., *Book Manufacturers or Web Offset — Heatset*, respectively. Alternatively, such analysis is facilitated by participating in the Ratio Study each year and ordering an individual company computer printout which compares a participant's ratios to those of companies which are similar in size and sales volume, produce the same products, and use the same manufacturing process.

Please refer your questions on the PIA Ratio Study to your nearest local PIA affiliated association or to me at the address above.

William A. Rose, II
Director, PIA Financial Services

Dear Member of the Graphic Arts Community:

In the accompanying pages are the 1984 PIA FINANCIAL RATIOS FOR LARGE PRINTERS. This Ratio Study was developed on the basis of questionnaires volunteered by 140 firms and presents the ratios and statistics of Large Printers (annual sales volume of $10,000,000 or more) by sales volume and product.

Thus the user of the report can direct himself to the standards for his sales volume — for example, sales from $10 to $20 million, $20 to $40 million, etc.; and product specialty — for example, Commercial and Advertising, Magazine and Periodical, etc. Readers can compare the data from their own firm's financial statements with similar data from other firms in five areas: Operations based on Value Added and its Supporting Schedules, Operations based on Sales and its Supporting Schedules, Balance Sheet Ratios, Significant Facts, and Return on Investment.

We strongly believe in the importance of sharing this type of information among members of the graphic arts community and are proud to have played a role in compiling these studies.

H.R. Margolis Company
Certified Public Accountants
Bala Cynwyd, Pennsylvania

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Congratulations on partaking of the web offset ratio study program. I'm sure that as you review the wealth of information contained in the book you will find it to be a very rewarding exercise.

Seven years ago PIA formed a special section for non-heatset web offset printers. The activities of the Non-Heatset Web Unit have increased significantly.

We publish the *Non-Heatset Web Offset Directory*, which lists non-heatset web offset printers in the United States and Canada. In conjunction with the Web Offset Section, we publish the *Market Outlook For Web Offset Printers*. A *Waste and Spoilage Report* and a *Product Catalog*, which include both non-heatset and heatset printers, will be available shortly.

Our Graphic Arts Awards Competition for non-heatset printers is held in conjunction with the Annual Meeting. This year's Annual Meeting will be held October 29-31, 1984, at the Fairmont Hotel, Dallas, Texas.

Edward W. Hill, Jr.
Executive Director
Non-Heatset Web Unit

VALUE ADDED DEFINED

Value added is simply your sales less material costs, which include paper, other chargeable materials and outside services. Value added is, therefore, that component of a sale attributable to your own manufacture. It is calculated as follows:

Sales		$100.00
Less Materials:		
Paper	$ 23.03	
Other chargeable materials	5.38	
Outside services	8.03	36.44
Value Added		$ 63.56

Other chargeable materials include ink, film, plates, etc., but not general supplies, such as repair or maintenance parts. Outside services are purchases of job-related services -- composition, offset preparation, printing, bindery, etc.

KNOWN BY OTHER TERMS

Value added is also known by such other terms as inside sales, conversion value, inside manufacturing value and real contribution to overhead and profit. Whatever the term, the concept of value added is of prime importance to the profitability of your operations.

CONCEPTUAL UNDERSTANDING OF VALUE ADDED

Once you observe that value added is the residual of sales less material costs, you realize that this value provided by your own manufacture is all you have available to pay your remaining expenses. These are:

- Factory labor
- Other factory expenses
- Administrative expenses
- Selling expenses
- Interest

Then, what is left is a profit. This is different from the basic "cost sheet concept" that we are accustomed to in the printing industry.

Since, generally, within a relevant range of operations, these expenses behave as fixed costs, the "overhead" represented by these expenses will remain practically constant. Therefore, you want to maximize your value added.

Let us illustrate this with the following example, in which we are increasing the value added derived from $1,000,000 of sales from $635,600 to $675,000 to see the effect on operating income. We will assume that "overhead" (factory labor; other factory, administrative, selling and interest expenses) will remain the same.

The assumption that these expenses will not increase is being taken with some license; actually they would increase, but very little. We are taking this liberty to prove the point that, within this relevant range, these expenses behave in a fixed manner. This helps to understand the effect of value added on profit.

	Original	After Increase in Value Added
SALES	$1,000,000	
Material Costs	364,400	
VALUE ADDED	635,600	$675,000
"Overhead"	591,000	591,000
Operating Income	$ 44,600	$ 84,000

STATEMENT OF OPERATIONS -- VALUE ADDED: THE BETTER STATEMENT

By eliminating the distortion that material costs introduce into the conventional operating statement, value added gives you a truer picture of your operations.

For example, if we were comparing the statement of operations of a short-run, sheet-fed company with that of a web-offset firm, and our comparison was related to percentages based on sales, we could have significant differences in ratios. The reason: the significant differences in material costs. It would appear that the web-offset operation had a lower factory labor cost because a substantial amount of the sale was materials. But, in truth, the factory labor cost could be more or less than its counterpart sheet-fed operation as it relates to the value added produced by this labor.

Almost every company's product mix is different and, by using statements of operations based on value added, this product mix difference is eliminated. In conclusion, the Statement of Operations -- Value Added is a better statement with which to evaluate your operations.

REPORT ON OPERATIONS - VALUE ADDED = 100%

	ALL FIRMS REPORTING		SALES TO $1.5 MILLION	
	ALL FIRMS	PROFIT LEADERS*	ALL FIRMS	PROFIT LEADERS
SALES OR VALUE OF PRODUCT PRODUCED	X	X	X	X
LESS: PAPER, OTHER CHARGEABLE MATERIALS AND OUTSIDE SERVICES	X	X	X	X
VALUE ADDED BY MANUFACTURE	100.00%	100.00%	100.00%	100.00%
FACTORY PAYROLL	41.65	36.11	52.93	40.17
FACTORY EXPENSES	22.48	19.24	21.18	17.02
TOTAL FACTORY COST OF PRODUCT	64.13	55.35	74.11	57.19
GROSS PROFIT	35.87	44.65	25.89	42.81
ADMINISTRATIVE AND SELLING EXPENSES				
Administrative expenses	14.99	13.67	13.65	12.65
Selling expenses	9.23	10.50	5.42	10.02
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	24.22	24.17	19.07	22.67
INCOME BEFORE INTEREST EXPENSE	11.65	20.48	6.82	20.14
Interest expense	2.74	1.66	1.87	3.58
OPERATING INCOME	8.91	18.82	4.95	16.56
Other income	1.46	1.84	0.67	0.76
INCOME BEFORE INCOME TAXES	10.37	20.66	5.62	17.32

* See Page 10 for the definition of "Profit Leaders."
** Sample insufficient for Profit Leaders.

SALES FROM $1.5 TO $5 MILLION		SALES FROM $5 TO $10 MILLION		SALES FROM $10 TO $20 MILLION		SALES OVER $20 MILLION**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
X	X	X	X	X	X	X
X	X	X	X	X	X	X
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
39.05	32.40	41.95	38.73	42.27	38.30	40.55
22.71	18.65	22.69	21.23	22.16	19.30	22.58
61.76	51.05	64.64	59.96	64.43	57.60	63.13
38.24	48.95	35.36	40.04	35.57	42.40	36.87
18.43	14.21	13.13	12.99	12.34	13.30	9.76
8.89	10.61	10.33	8.56	10.68	14.70	9.30
27.32	24.82	23.46	21.55	23.02	28.00	19.06
10.92	24.13	11.90	18.49	12.55	14.40	17.81
2.87	1.35	2.37	0.83	2.37	0.19	4.65
8.05	22.78	9.53	17.66	10.18	14.21	13.16
1.92	2.79	0.78	0.33	1.80	1.88	1.73
9.97	25.57	10.31	17.99	11.98	16.09	14.89

CHAPTER 1 - BY SIZE OF FIRM

SUPPORTING SCHEDULES - VALUE ADDED = 100%

	ALL FIRMS REPORTING		SALES TO $1.5 MILLION	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
FACTORY PAYROLL				
Salaries - executive	3.19%	2.63%	2.15%	2.52%
Direct wages	28.61	24.69	44.99	35.30
General factory salaries and wages	2.47	1.84	0.05	0.12
Packing, shipping and delivery wages	1.31	1.07	0.00	0.00
Payroll taxes	2.62	2.33	3.42	1.46
Employee benefits	3.45	3.55	2.32	0.77
TOTAL FACTORY PAYROLL	41.65	36.11	52.93	40.17
FACTORY EXPENSES				
Fixed Expenses				
Depreciation - real estate	0.49	0.18	0.00	0.00
Depreciation - other	4.73	4.72	3.87	6.81
Taxes - real estate	0.40	0.42	0.11	0.29
Taxes - other	0.27	0.26	0.17	0.18
Insurance	0.79	0.62	0.75	0.50
Building rent	2.01	1.19	2.11	1.91
Utilities - heat, light, etc.	1.90	1.89	1.18	0.99
Equipment rental	1.48	0.51	2.59	0.00
Total Fixed Expenses	12.07	9.79	10.78	10.68
Other Expenses				
Factory supplies and expense	3.16	3.59	1.98	2.75
Packing, shipping and delivery expense	2.79	2.83	2.03	2.06
Repairs and maintenance	2.79	2.15	2.03	1.04
Other factory expenses	1.67	0.88	4.36	0.49
Total Other Expenses	10.41	9.45	10.40	6.34
TOTAL FACTORY EXPENSES	22.48	19.24	21.18	17.02
ADMINISTRATIVE EXPENSES				
Salaries - executive	4.60	4.69	2.73	3.53
Salaries - office	3.49	2.85	4.89	3.42
Payroll taxes	0.48	0.35	0.39	0.14
Employee benefits	0.71	0.72	0.19	0.18
Bad debts	0.88	0.60	1.70	3.24
Office supplies and expenses	0.64	0.42	0.39	0.49
Professional fees	0.91	0.60	0.46	0.60
Taxes - business	0.21	0.13	0.60	0.29
Telephone	0.66	0.61	0.69	0.26
Other administrative expenses	2.41	2.70	1.61	0.50
TOTAL ADMINISTRATIVE EXPENSES	14.99	13.67	13.65	12.65
SELLING EXPENSES				
Salaries - executive	1.87	2.62	2.82	7.08
Salaries and commissions - salesmen	3.59	4.07	0.79	0.00
Salaries - sales office clerical	0.67	0.72	0.00	0.00
Payroll taxes	0.27	0.26	0.00	0.00
Employee benefits	0.42	0.54	0.00	0.00
Advertising	0.39	0.56	1.12	2.25
Travel and entertainment	0.95	0.71	0.28	0.54
Other selling expenses	1.07	1.02	0.41	0.15
TOTAL SELLING EXPENSES	9.23	10.50	5.42	10.02

** Sample insufficient for Profit Leaders.

SALES FROM $1.5 TO $5 MILLION		SALES FROM $5 TO $10 MILLION		SALES FROM $10 TO $20 MILLION		SALES OVER $20 MILLION**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
3.53%	2.17%	3.40%	2.24%	3.09%	4.83%	2.14%
26.44	22.08	27.24	24.76	28.38	24.21	26.60
2.43	1.13	2.67	3.23	2.84	2.13	3.94
1.40	1.19	1.27	1.02	1.53	1.46	2.05
2.66	2.37	2.57	2.66	2.48	2.32	1.99
2.59	3.46	4.80	4.82	3.95	3.35	3.83
39.05	32.40	41.95	38.73	42.27	38.30	40.55
0.65	0.04	0.51	0.34	0.25	0.17	0.46
4.96	3.69	4.12	5.94	5.29	3.50	5.55
0.37	0.34	0.52	0.40	0.51	0.64	0.34
0.22	0.14	0.33	0.38	0.32	0.18	0.40
1.05	0.69	0.78	0.80	0.39	0.44	0.23
2.60	1.17	1.47	0.18	2.14	2.42	0.63
1.85	1.81	1.99	2.25	2.29	2.11	2.07
1.18	0.57	2.48	0.29	0.47	0.98	0.20
12.88	8.45	12.20	10.58	11.66	10.44	9.88
2.87	3.68	3.52	4.50	3.17	2.25	4.59
2.52	3.15	3.19	2.48	2.95	4.04	3.37
2.79	2.44	2.66	2.33	2.95	2.32	3.76
1.65	0.93	1.12	1.34	1.43	0.25	0.98
9.83	10.20	10.49	10.65	10.50	8.86	12.70
22.71	18.65	22.69	21.23	22.16	19.30	22.58
6.25	5.50	4.28	5.28	2.38	2.58	2.72
3.83	2.50	3.09	2.73	3.30	3.11	1.99
0.71	0.43	0.38	0.37	0.18	0.26	0.26
0.92	0.81	0.60	0.62	0.62	0.75	0.69
0.92	0.24	0.66	0.23	1.20	0.15	0.14
0.73	0.50	0.53	0.19	0.81	0.53	0.55
1.24	0.85	0.76	0.35	0.57	0.52	0.75
0.25	0.16	0.08	0.04	0.13	0.11	0.19
0.80	0.74	0.58	0.54	0.57	0.71	0.41
2.78	2.48	2.17	2.64	2.58	4.58	2.06
18.43	14.21	13.13	12.99	12.34	13.30	9.76
1.43	0.68	2.28	3.31	2.13	3.36	1.40
3.77	5.21	3.81	2.13	4.61	7.91	3.39
0.51	0.94	0.79	0.66	1.37	0.74	0.68
0.29	0.30	0.36	0.30	0.20	0.31	0.31
0.42	0.79	0.48	0.38	0.53	0.63	0.55
0.41	0.46	0.23	0.16	0.25	0.22	0.25
0.89	1.37	1.50	0.16	0.60	0.37	0.78
1.17	0.86	0.88	1.46	0.99	1.16	1.94
8.89	10.61	10.33	8.56	10.68	14.70	9.30

REPORT ON OPERATIONS - SALES = 100%

	ALL FIRMS REPORTING		SALES TO $1.5	
	ALL FIRMS	PROFIT LEADERS*	ALL FIRMS	PROFIT LEADERS
SALES OR VALUE OF PRODUCT PRODUCED	100.00%	100.00%	100.00%	100.00%
FACTORY COST OF PRODUCT				
MATERIALS				
Paper	36.36	36.43	27.47	26.25
Other chargeable materials	5.82	4.73	3.44	3.37
Outside services	4.73	3.52	7.17	5.88
TOTAL MATERIALS	46.91	44.68	38.08	35.50
FACTORY PAYROLL	22.33	20.03	32.81	26.01
FACTORY EXPENSES	11.68	10.59	12.74	10.84
TOTAL FACTORY COST OF PRODUCT	80.92	75.30	83.63	72.35
GROSS PROFIT	19.08	24.70	16.37	27.65
ADMINISTRATIVE AND SELLING EXPENSES				
Administrative expenses	8.03	7.64	8.64	8.62
Selling expenses	5.05	6.08	3.17	5.85
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	13.08	13.72	11.81	14.47
INCOME BEFORE INTEREST EXPENSE	6.00	10.98	4.56	13.18
Interest expense	1.41	0.91	1.19	2.30
OPERATING INCOME	4.59	10.07	3.37	10.88
Other income	0.77	1.06	0.41	0.44
INCOME BEFORE INCOME TAXES	5.36	11.13	3.78	11.32

SUPPORTING SCHEDULES - SALES = 100%

OTHER CHARGEABLE MATERIALS				
Ink	2.33%	1.79%	1.21%	0.61%
Film	0.71	0.53	0.66	0.00
Plates	0.76	0.84	0.69	1.47
Other chargeable materials	2.02	1.57	0.88	1.29
TOTAL OTHER CHARGEABLE MATERIALS	5.82	4.73	3.44	3.37
OUTSIDE SERVICES				
Composition	0.20	0.34	0.00	0.00
Offset preparation	0.14	0.18	0.00	0.00
Printing	2.44	0.85	3.04	0.00
Binding	0.70	0.35	0.91	1.29
Other outside services	1.25	1.80	3.22	4.59
TOTAL OUTSIDE SERVICES	4.73	3.52	7.17	5.88

* "Profit Leaders" are those firms which earned 8% or greater pretax profits on sales.
** Sample insufficient for Profit Leaders.

SALES FROM $1.5 TO $5 MILLION		SALES FROM $5 TO $10 MILLION		SALES FROM $10 TO $20 MILLION		SALES OVER $20 MILLION**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
36.35	38.79	36.18	38.86	35.48	31.31	47.08
5.63	3.50	6.42	6.88	6.48	6.00	6.31
3.73	3.00	6.28	2.79	3.21	3.09	4.39
45.71	45.29	48.88	48.53	45.17	40.40	57.78
21.43	17.75	21.48	19.68	23.10	22.97	17.46
11.99	10.13	11.43	11.07	12.04	11.48	9.43
79.13	73.17	81.79	79.28	80.31	74.85	84.67
20.87	26.83	18.21	20.72	19.69	25.15	15.33
9.93	7.60	6.69	6.69	7.03	8.51	4.05
5.27	6.57	5.41	4.53	5.91	8.51	3.68
15.20	14.17	12.10	11.22	12.94	17.02	7.73
5.67	12.66	6.11	9.50	6.75	8.13	7.60
1.49	0.79	1.27	0.43	1.21	0.12	1.98
4.18	11.87	4.84	9.07	5.54	8.01	5.62
1.01	1.62	0.41	0.16	1.08	1.32	0.69
5.19	13.49	5.25	9.23	6.62	9.33	6.31
1.91%	1.82%	2.06%	1.88%	3.04%	1.89%	4.51%
0.90	0.62	0.59	0.20	0.87	1.15	0.34
0.78	0.67	0.50	0.24	1.26	1.74	0.82
2.04	0.39	3.27	4.56	1.31	1.22	0.64
5.63	3.50	6.42	6.88	6.48	6.00	6.31
0.40	0.69	0.23	1.19	0.02	0.00	0.00
0.26	0.37	0.04	0.00	0.10	0.00	0.56
2.34	1.78	4.45	1.23	0.41	0.00	0.00
0.27	0.02	1.04	0.37	0.51	0.00	3.83
0.46	0.14	0.52	0.00	2.17	3.09	0.00
3.73	3.00	6.28	2.79	3.21	3.09	4.39

SUPPORTING SCHEDULES - SALES = 100%

	ALL FIRMS REPORTING		SALES TO $1.5 MILLION	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
FACTORY PAYROLL				
Salaries - executive	1.76%	1.53%	1.35%	1.46%
Direct wages	15.32	13.70	27.84	23.02
General factory salaries and wages	1.30	1.00	0.03	0.07
Packing, shipping and delivery wages	0.69	0.59	0.00	0.00
Payroll taxes	1.39	1.24	2.09	0.93
Employee benefits	1.87	1.97	1.50	0.53
TOTAL FACTORY PAYROLL	22.33	20.03	32.81	26.01
FACTORY EXPENSES				
Fixed Expenses				
Depreciation - real estate	0.23	0.09	0.00	0.00
Depreciation - other	2.47	2.64	2.58	4.57
Taxes - real estate	0.21	0.22	0.08	0.20
Taxes - other	0.15	0.14	0.11	0.10
Insurance	0.42	0.34	0.46	0.33
Building rent	1.06	0.68	1.21	1.14
Utilities - heat, light, etc.	1.00	1.02	0.71	0.61
Equipment rental	0.71	0.27	1.41	0.00
Total Fixed Expenses	6.25	5.40	6.56	6.95
Other Expenses				
Factory supplies and expense	1.66	1.99	1.16	1.61
Packing, shipping and delivery expense	1.43	1.52	1.19	1.19
Repairs and maintenance	1.43	1.19	1.20	0.74
Other factory expenses	0.91	0.49	2.63	0.35
Total Other Expenses	5.43	5.19	6.18	3.89
TOTAL FACTORY EXPENSES	11.68	10.59	12.74	10.84
ADMINISTRATIVE EXPENSES				
Salaries - executive	2.44	2.51	1.78	2.50
Salaries - office	1.91	1.64	3.06	2.25
Payroll taxes	0.25	0.19	0.24	0.10
Employee benefits	0.37	0.40	0.12	0.13
Bad debts	0.46	0.39	1.16	2.26
Office supplies and expenses	0.34	0.23	0.23	0.30
Professional fees	0.47	0.32	0.29	0.40
Taxes - business	0.12	0.07	0.39	0.20
Telephone	0.35	0.33	0.42	0.19
Other administrative expenses	1.32	1.56	0.95	0.29
TOTAL ADMINISTRATIVE EXPENSES	8.03	7.64	8.64	8.62
SELLING EXPENSES				
Salaries - executive	1.05	1.54	1.64	4.10
Salaries and commissions - salesmen	1.96	2.36	0.47	0.00
Salaries - sales office clerical	0.36	0.41	0.00	0.00
Payroll taxes	0.15	0.14	0.00	0.00
Employee benefits	0.24	0.32	0.00	0.00
Advertising	0.22	0.33	0.67	1.35
Travel and entertainment	0.51	0.42	0.16	0.31
Other selling expenses	0.56	0.56	0.23	0.09
TOTAL SELLING EXPENSES	5.05	6.08	3.17	5.85

** Sample insufficient for Profit Leaders.

SALES FROM $1.5 TO $5 MILLION		SALES FROM $5 TO $10 MILLION		SALES FROM $10 TO $20 MILLION		SALES OVER $20 MILLION**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
2.07%	1.32%	1.71%	1.08%	1.84%	3.05%	0.79%
14.27	11.90	13.99	12.61	15.24	14.10	11.72
1.40	0.69	1.34	1.61	1.56	1.31	1.62
0.81	0.68	0.63	0.51	0.85	0.92	0.74
1.44	1.26	1.29	1.35	1.34	1.34	0.85
1.44	1.90	2.52	2.52	2.27	2.25	1.74
21.43	17.75	21.48	19.68	23.10	22.97	17.46
0.31	0.03	0.25	0.17	0.13	0.11	0.21
2.58	1.95	2.17	3.14	2.83	2.03	2.31
0.20	0.19	0.27	0.21	0.25	0.31	0.15
0.13	0.08	0.18	0.20	0.18	0.14	0.16
0.55	0.35	0.39	0.42	0.23	0.29	0.09
1.38	0.68	0.74	0.10	1.16	1.36	0.24
0.98	0.97	1.01	1.14	1.26	1.27	0.91
0.54	0.29	1.14	0.12	0.29	0.62	0.09
6.67	4.54	6.15	5.50	6.33	6.13	4.16
1.54	1.94	1.80	2.43	1.83	1.66	1.96
1.39	1.77	1.59	1.31	1.49	2.02	1.34
1.47	1.32	1.31	1.12	1.65	1.52	1.59
0.92	0.56	0.58	0.71	0.74	0.15	0.38
5.32	5.59	5.28	5.57	5.71	5.35	5.27
11.99	10.13	11.43	11.07	12.04	11.48	9.43
3.33	2.80	2.15	2.69	1.31	1.55	1.16
2.10	1.41	1.61	1.44	1.89	2.03	0.83
0.37	0.23	0.19	0.19	0.11	0.17	0.11
0.49	0.45	0.31	0.31	0.38	0.52	0.30
0.45	0.15	0.34	0.12	0.59	0.07	0.04
0.40	0.26	0.27	0.09	0.43	0.32	0.22
0.66	0.42	0.37	0.17	0.32	0.33	0.30
0.14	0.08	0.04	0.02	0.07	0.07	0.08
0.44	0.39	0.29	0.27	0.31	0.41	0.18
1.55	1.41	1.12	1.39	1.62	3.04	0.83
9.93	7.60	6.69	6.69	7.03	8.51	4.05
0.86	0.42	1.21	1.81	1.28	2.16	0.54
2.26	3.23	2.00	1.06	2.52	4.42	1.37
0.32	0.60	0.41	0.35	0.71	0.37	0.26
0.17	0.18	0.19	0.15	0.11	0.17	0.12
0.25	0.49	0.26	0.20	0.31	0.40	0.22
0.24	0.29	0.12	0.09	0.13	0.12	0.10
0.52	0.82	0.74	0.07	0.34	0.27	0.32
0.65	0.54	0.48	0.80	0.51	0.60	0.75
5.27	6.57	5.41	4.53	5.91	8.51	3.68

CHAPTER 1 - BY SIZE OF FIRM

BALANCE SHEET

	ALL FIRMS REPORTING		SALES TO $1.5 MILLION	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
ASSETS				
CURRENT ASSETS				
Cash	8.37%	14.90%	7.52%	1.34%
Receivables	30.39	29.44	37.98	37.59
Inventories	17.32	15.67	11.28	8.89
Other current assets	3.88	4.25	6.08	3.28
TOTAL CURRENT ASSETS	59.96	64.26	62.86	51.10
FIXED ASSETS				
Real estate	9.32	7.21	8.20	8.50
Less: Accumulated depreciation	2.39	2.78	1.95	2.62
	6.93	4.43	6.25	5.88
Machinery and equipment	55.91	54.92	48.33	60.52
Less: Accumulated depreciation	29.59	29.81	26.56	25.02
	26.32	25.11	21.77	35.50
Other fixed assets	6.21	5.12	12.13	3.53
Less: Accumulated depreciation	3.72	2.96	7.72	2.14
	2.49	2.16	4.41	1.39
NET FIXED ASSETS	35.74	31.70	32.43	42.77
OTHER ASSETS	4.30	4.04	4.71	6.13
TOTAL ASSETS	100.00	100.00	100.00	100.00
LIABILITIES AND EQUITY				
CURRENT LIABILITIES				
Notes payable	7.73	4.67	6.80	8.76
Accounts payable	16.28	15.51	17.38	11.48
Other current liabilities	8.88	10.68	8.68	13.99
TOTAL CURRENT LIABILITIES	32.89	30.86	32.86	34.23
LONG-TERM LIABILITIES	24.82	14.09	25.25	34.12
TOTAL LIABILITIES	57.71	44.95	58.11	68.35
SHAREHOLDERS' AND PROPRIETORS' EQUITY	42.29	55.05	41.89	31.65
TOTAL LIABILITIES AND EQUITY	100.00	100.00	100.00	100.00

BALANCE SHEET RATIOS

CURRENT RATIO	1.82	2.08	1.91	1.49
QUICK RATIO	1.30	1.57	1.57	1.23
TOTAL LIABILITIES TO EQUITY	1.36	0.82	1.39	2.16
LONG-TERM LIABILITIES TO EQUITY	0.59	0.26	0.60	1.08
ACCUMULATED DEPRECIATION - MACHINERY AND EQUIPMENT TO TOTAL MACHINERY AND EQUIPMENT	0.53	0.54	0.55	0.41

** Sample insufficient for Profit Leaders.

SALES FROM $1.5 TO $5 MILLION		SALES FROM $5 TO $10 MILLION		SALES FROM $10 TO $20 MILLION		SALES OVER $20 MILLION**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
13.07%	20.50%	3.07%	11.36%	9.51%	21.61%	1.95%
27.47	30.32	31.87	22.31	33.33	38.85	27.44
17.90	16.45	19.89	21.32	18.19	15.17	11.83
4.05	8.02	4.51	2.79	2.47	0.67	1.08
62.49	75.29	59.34	57.78	63.50	76.30	42.30
7.60	3.45	12.09	12.13	6.85	6.74	13.46
1.90	1.65	3.36	4.29	2.35	3.62	2.22
5.70	1.80	8.73	7.84	4.50	3.12	11.24
62.24	50.32	49.44	63.05	57.47	48.13	51.63
34.93	31.36	24.60	32.50	32.70	32.43	18.72
27.31	18.96	24.84	30.55	24.77	15.70	32.91
7.33	7.19	3.75	4.51	7.00	4.01	1.44
4.84	4.43	1.59	2.06	3.92	2.46	0.62
2.49	2.76	2.16	2.45	3.08	1.55	0.82
35.50	23.52	35.73	40.84	32.35	20.37	44.97
2.01	1.19	4.93	1.38	4.15	3.33	12.73
100.00	100.00	100.00	100.00	100.00	100.00	100.00
9.58	5.17	5.70	1.89	7.35	5.27	6.77
15.57	20.07	18.09	15.89	13.89	12.48	16.24
9.66	14.78	8.72	4.96	9.55	10.90	5.08
34.81	40.02	32.51	22.74	30.79	28.65	28.09
25.84	8.04	22.09	6.93	18.49	3.48	36.80
60.65	48.06	54.60	29.67	49.28	32.13	64.89
39.35	51.94	45.40	70.33	50.72	67.87	35.11
100.00	100.00	100.00	100.00	100.00	100.00	100.00
1.80	1.88	1.83	2.54	2.06	2.66	1.51
1.28	1.47	1.21	1.60	1.47	2.13	1.08
1.54	0.93	1.20	0.42	0.97	0.47	1.85
0.66	0.15	0.49	0.10	0.36	0.05	1.05
0.56	0.62	0.50	0.52	0.57	0.67	0.36

SIGNIFICANT FACTS

	ALL FIRMS REPORTING		SALES TO $1.5 MILLION	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Average assets per employee - All employees	$ 40,610	$ 47,963	$ 29,222	$ 44,658
Average assets per factory employee (Excluding Executives)	59,094	76,932	73,195	148,105
Average net worth per employee - All employees	16,377	22,679	12,838	15,091
Average gross plant investment per factory employee (Excluding Executives)	41,665	49,988	42,015	81,732
Net worth percentage of fixed assets	185.04%	248.12%	370.11%	74.39%
EMPLOYEES				
Percent factory - All employees	78.40%	76.14%	77.70%	64.20%
Percent administrative - All employees	12.74	11.51	11.65	10.80
Percent sales - All employees	8.86	12.35	10.65	25.00
SALES - VALUE OF PRODUCT PRODUCED INCLUDING EXECUTIVES				
Sales per employee - All employees	$ 81,655	$ 88,102	$ 64,445	$ 87,676
Sales per factory employee	109,220	126,602	117,385	209,381
Sales less material per factory employee	56,247	68,578	69,981	123,703
Sales per administrative employee	771,910	823,025	595,930	748,178
EXCLUDING EXECUTIVES				
Sales per employee - All employees	94,057	110,170	113,950	208,185
Sales per factory employee	118,355	143,554	157,205	305,498
Sales less material per factory employee	61,302	78,408	93,198	179,468
SALES PER SALESMAN	823,330	729,320	221,613	263,499
SALES TO CURRENT ASSETS	412%	359%	429%	350%
PAYROLL - INCLUDING TAXES AND BENEFITS INCLUDING EXECUTIVES				
Total payroll percentage of sales	31.06%	29.53%	40.11%	35.09%
Factory payroll percentage of gross plant investment	142.73	74.63	843.24	69.21
Payroll per employee - All employees	$ 23,717	$ 24,489	$ 24,155	$ 29,203
Payroll per factory employee	22,344	23,833	32,054	48,339
Payroll per administrative employee	30,821	35,692	20,767	23,562
Payroll per sales employee	31,176	39,405	8,959	11,837
PAYROLL - EXCLUDING TAXES AND BENEFITS EXCLUDING EXECUTIVES				
Payroll per employee - All employees	$ 18,636	$ 20,090	$ 27,814	$ 43,461
Payroll per factory employee	18,729	21,105	33,871	58,014
Payroll per administrative employee	15,858	16,473	15,890	15,833
Payroll per sales employee	20,997	26,293	4,224	0
EXECUTIVE PAYROLL				
Payroll per executive - All executives	47,705	56,874	37,706	47,299
Payroll per factory executive	30,490	22,435	13,639	16,859
Payroll per administrative executive	56,973	66,155	25,674	34,457
Payroll per sales executive	39,008	48,541	4,735	11,837
RECEIVABLES				
Collection period	51.2	54.4	61.0	83.8
PROFIT				
Gross profit percentage of sales	19.08%	24.70%	16.37%	27.65%
Average gross profit per factory employee	$ 23,503	$ 35,622	$ 33,783	$ 75,781
Income before taxes percentage of sales	5.36%	11.13%	3.78%	11.32%
Average income before taxes per employee	$ 4,885	$ 9,988	$ 3,769	$ 8,455

** Sample insufficient for Profit Leaders.

SALES FROM $1.5 TO $5 MILLION		SALES FROM $5 TO $10 MILLION		SALES FROM $10 TO $20 MILLION		SALES OVER $20 MILLION**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
$ 33,865	$ 36,269	$ 35,391	$ 33,183	$ 41,580	$ 40,930	$ 97,327
49,764	52,471	47,057	43,068	56,569	61,742	127,553
13,733	19,058	15,520	23,194	20,311	27,554	29,139
39,809	32,287	30,698	34,763	40,412	40,118	84,515
160.74%	321.02%	178.76%	178.29%	217.03%	381.54%	85.80%
75.43%	76.21%	81.18%	81.42%	80.56%	76.00%	81.44%
16.02	11.72	10.78	12.38	9.61	9.26	9.00
8.55	12.07	8.04	6.20	9.83	14.74	9.56
$ 76,579	$ 92,029	$ 80,080	$ 78,018	$ 77,416	$ 74,903	$ 132,868
103,107	119,675	100,431	97,089	99,313	105,324	169,412
54,094	64,041	51,185	50,036	54,317	61,945	70,299
521,428	788,630	813,245	770,048	1,039,524	963,084	1,601,447
86,898	100,854	86,953	84,160	83,071	83,624	143,783
109,250	125,252	105,349	100,495	104,922	115,441	179,215
57,725	67,487	53,710	51,649	57,549	67,927	73,889
437,380	310,209	964,911	792,000	1,465,447	1,129,082	842,728
427%	341%	421%	432%	335%	255%	406%
31.58%	27.57%	29.82%	27.90%	31.72%	34.76%	22.39%
68.15	84.88	88.37	66.00	75.48	89.28	42.51
$ 22,333	$ 22,982	$ 23,464	$ 21,562	$ 24,568	$ 26,227	$ 29,211
20,397	19,524	20,572	18,518	22,046	22,314	27,321
30,598	40,957	32,908	32,347	32,195	33,333	33,711
18,138	22,733	43,830	51,693	54,696	74,989	42,480
$ 16,827	$ 16,253	$ 16,957	$ 14,589	$ 18,852	$ 19,241	$ 22,516
16,786	15,370	16,006	14,446	17,636	17,150	22,224
15,032	16,983	15,681	12,061	18,838	20,298	15,984
12,502	18,250	25,896	30,182	40,830	53,253	34,382
41,438	51,244	54,542	67,394	53,817	52,900	57,469
26,671	18,888	32,298	11,172	43,333	38,670	41,501
46,546	59,968	74,036	87,107	69,173	65,252	67,968
21,599	15,173	51,550	58,195	90,321	124,077	43,899
44.2	49.7	50.3	35.9	63.2	73.0	59.9
20.87%	26.83%	18.21%	20.72%	19.69%	25.15%	15.33%
$ 22,799	$ 34,112	$ 20,341	$ 21,104	$ 21,708	$ 30,333	$ 28,460
5.19%	13.49%	5.25%	9.23%	6.62%	9.33%	6.31%
$ 4,705	$ 13,230	$ 4,321	$ 7,128	$ 5,127	$ 7,016	$ 8,178

RETURN ON INVESTMENT - PER $100 OF SALES

	ALL FIRMS REPORTING		SALES TO $1.5 MILLION	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Current Assets:				
Cash	$ 4.14	$ 7.45	$ 3.84	$ 0.90
Receivables	13.54	14.35	15.89	21.00
Inventories	7.54	7.65	3.97	4.87
Marketable securities	0.67	0.69	0.00	0.00
Other current assets	1.25	0.94	2.90	1.82
	27.14	31.08	26.60	28.59
Plant Investment:				
Land and building	4.80	4.08	4.25	5.74
Machinery and equipment	27.42	29.78	25.42	35.66
Other fixed assets	3.02	2.48	5.37	2.34
	35.24	36.34	35.04	43.74
Non-Current Assets	2.69	3.96	2.67	4.14
TOTAL INVESTMENT	65.07	71.38	64.31	76.47
INVESTMENT TURNOVER PER $100 OF SALES	153.68%	140.10%	155.50%	130.77%
EARNINGS				
Cost of Product	$80.92	$75.30	$83.63	$72.35
Selling Expenses	5.05	6.08	3.17	5.85
Administrative Expenses	8.03	7.64	8.64	8.62
	94.00	89.02	95.44	86.82
Income Before Interest, Other Income, and Taxes	6.00	10.98	4.56	13.18
RETURN ON INVESTMENT - INVESTMENT TURNOVER X INCOME	9.22%	15.38%	7.09%	17.24%

** Sample insufficient for Profit Leaders.

SALES FROM $1.5 TO $5 MILLION		SALES FROM $5 TO $10 MILLION		SALES FROM $10 TO $20 MILLION		SALES OVER $20 MILLION**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
$ 5.97	$ 9.46	$ 1.62	$ 4.74	$ 5.57	$12.77	$ 1.52
11.68	13.13	13.31	9.61	16.64	19.68	16.21
7.64	7.84	8.24	9.34	8.81	7.80	6.80
0.68	1.84	1.42	0.00	0.00	0.00	0.00
0.98	1.04	1.07	0.92	1.81	0.36	0.55
26.95	33.31	25.66	24.61	32.83	40.61	25.08
3.86	1.64	5.73	4.91	3.30	3.87	8.93
27.84	21.21	22.38	28.72	30.49	26.56	38.34
3.59	3.01	1.80	1.95	3.48	2.22	1.06
35.29	25.86	29.91	35.58	37.27	32.65	48.33
1.03	0.61	2.12	0.62	2.54	2.36	12.24
63.27	59.78	57.69	60.81	72.64	75.62	85.65
158.05%	167.28%	173.34%	164.45%	137.67%	132.24%	116.75%
$79.13	$73.17	$81.79	$79.28	$80.31	$74.85	$84.67
5.27	6.57	5.41	4.53	5.91	8.51	3.68
9.93	7.60	6.69	6.69	7.03	8.51	4.05
94.33	87.34	93.89	90.50	93.25	91.87	92.40
5.67	12.66	6.11	9.50	6.75	8.13	7.60
8.96%	21.18%	10.59%	15.62%	9.29%	10.75%	8.87%

REPORT ON OPERATIONS - VALUE ADDED = 100%

	COMMERCIAL AND ADVERTISING		MAGAZINE AND PERIODICAL**
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
SALES OR VALUE OF PRODUCT PRODUCED	X	X	X
LESS: PAPER, OTHER CHARGEABLE MATERIALS AND OUTSIDE SERVICES	X	X	X
VALUE ADDED BY MANUFACTURE	100.00%	100.00%	100.00%
FACTORY PAYROLL	42.89	41.74	46.19
FACTORY EXPENSES	24.35	19.82	25.52
TOTAL FACTORY COST OF PRODUCT	67.24	61.56	71.71
GROSS PROFIT	32.76	38.44	28.29
ADMINISTRATIVE AND SELLING EXPENSES			
Administrative expenses	14.52	14.03	10.56
Selling expenses	6.29	7.24	6.59
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	20.81	21.27	17.15
INCOME BEFORE INTEREST EXPENSE	11.95	17.17	11.14
Interest expense	2.62	0.56	0.86
OPERATING INCOME	9.33	16.61	10.28
Other income	1.29	1.96	1.43
INCOME BEFORE INCOME TAXES	10.62	18.57	11.71

** Sample insufficient for Profit Leaders.

NEWSPAPER		DIRECTORY**	NO PREDOMINANT SPECIALTY	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
X	X	X	X	X
X	X	X	X	X
100.00%	100.00%	100.00%	100.00%	100.00%
46.19	34.77	42.70	37.25	34.17
20.96	16.59	20.44	21.58	19.96
67.15	51.36	63.14	58.83	54.13
32.85	48.64	36.86	41.17	45.87
17.62	16.31	15.32	14.91	12.17
2.74	1.59	6.09	15.11	16.04
20.36	17.90	21.41	30.02	28.21
12.49	30.74	15.45	11.15	17.66
2.74	1.40	4.97	2.70	1.59
9.75	29.34	10.48	8.45	16.07
1.89	0.48	0.64	1.61	2.00
11.64	29.82	11.12	10.06	18.07

SUPPORTING SCHEDULES - VALUE ADDED = 100%

	COMMERCIAL AND ADVERTISING		MAGAZINE AND PERIODICAL**
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
FACTORY PAYROLL			
Salaries - executive	3.48%	4.16%	2.09%
Direct wages	30.64	27.05	30.74
General factory salaries and wages	1.36	2.22	4.86
Packing, shipping and delivery wages	1.20	1.58	0.55
Payroll taxes	2.85	2.88	2.75
Employee benefits	3.36	3.85	5.20
TOTAL FACTORY PAYROLL	42.89	41.74	46.19
FACTORY EXPENSES			
Fixed Expenses			
Depreciation - real estate	0.75	0.16	0.10
Depreciation - other	4.64	3.31	4.20
Taxes - real estate	0.33	0.11	0.24
Taxes - other	0.22	0.19	0.61
Insurance	1.14	0.74	0.45
Building rent	2.11	1.34	1.32
Utilities - heat, light, etc.	1.97	2.23	2.23
Equipment rental	3.00	1.05	2.53
Total Fixed Expenses	14.16	9.13	11.68
Other Expenses			
Factory supplies and expense	2.53	2.34	4.07
Packing, shipping and delivery expense	3.31	4.00	4.04
Repairs and maintenance	3.18	3.88	3.80
Other factory expenses	1.17	0.47	1.93
Total Other Expenses	10.19	10.69	13.84
TOTAL FACTORY EXPENSES	24.35	19.82	25.52
ADMINISTRATIVE EXPENSES			
Salaries - executive	4.01	3.38	4.18
Salaries - office	3.40	2.93	2.47
Payroll taxes	0.54	0.37	0.38
Employee benefits	0.69	0.97	0.85
Bad debts	0.91	(0.05)	0.75
Office supplies and expenses	0.83	0.70	0.38
Professional fees	1.12	0.78	0.43
Taxes - business	0.30	0.30	0.01
Telephone	0.65	0.79	0.45
Other administrative expenses	2.07	3.86	0.66
TOTAL ADMINISTRATIVE EXPENSES	14.52	14.03	10.56
SELLING EXPENSES			
Salaries - executive	1.08	1.81	2.06
Salaries and commissions - salesmen	2.52	3.65	1.19
Salaries - sales office clerical	0.24	0.00	1.11
Payroll taxes	0.17	0.24	0.18
Employee benefits	0.18	0.39	0.66
Advertising	0.29	0.06	0.20
Travel and entertainment	1.17	0.78	0.68
Other selling expenses	0.64	0.31	0.51
TOTAL SELLING EXPENSES	6.29	7.24	6.59

** Sample insufficient for Profit Leaders.

NEWSPAPER		DIRECTORY**	NO PREDOMINANT SPECIALTY	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
1.29%	0.00%	2.29%	4.07%	3.11%
35.38	30.24	28.20	23.28	21.98
1.84	0.00	2.97	3.00	2.18
1.24	0.00	3.20	1.24	1.16
2.64	2.20	3.17	2.50	2.08
3.80	2.33	2.87	3.16	3.66
46.19	34.77	42.70	37.25	34.17
0.53	0.00	0.60	0.27	0.19
5.16	5.76	4.79	4.82	4.95
0.42	0.44	0.30	0.40	0.55
0.15	0.15	0.74	0.24	0.25
0.73	0.69	0.41	0.61	0.57
1.48	0.95	0.77	2.29	1.32
1.59	1.48	1.96	1.99	1.85
0.38	0.86	0.48	0.72	0.09
10.44	10.33	10.05	11.34	9.77
4.20	4.13	5.47	2.91	3.81
1.02	0.44	0.91	3.42	3.47
2.37	1.20	2.45	2.48	1.74
2.93	0.49	1.56	1.43	1.17
10.52	6.26	10.39	10.24	10.19
20.96	16.59	20.44	21.58	19.96
5.91	8.14	4.48	4.67	3.89
3.45	2.57	3.42	3.72	2.83
0.55	0.37	0.42	0.46	0.31
0.61	0.23	0.58	0.74	0.67
1.66	1.94	1.90	0.40	0.46
0.75	0.34	0.57	0.47	0.32
1.16	1.13	1.01	0.67	0.34
0.26	0.19	0.05	0.17	0.02
0.74	0.67	0.46	0.72	0.51
2.53	0.73	2.43	2.89	2.82
17.62	16.31	15.32	14.91	12.17
0.54	0.00	1.34	3.34	4.29
1.10	0.74	2.09	5.80	5.82
0.01	0.00	0.47	1.26	1.32
0.06	0.07	0.17	0.50	0.35
0.08	0.06	0.17	0.76	0.80
0.16	0.25	0.20	0.63	0.95
0.27	0.36	0.42	1.11	0.86
0.52	0.11	1.23	1.71	1.65
2.74	1.59	6.09	15.11	16.04

REPORT ON OPERATIONS - SALES = 100%

	COMMERCIAL AND ADVERTISING		MAGAZINE AND PERIODICAL**
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
SALES OR VALUE OF PRODUCT PRODUCED	100.00%	100.00%	100.00%
FACTORY COST OF PRODUCT			
MATERIAL			
Paper	37.05	34.38	39.96
Other chargeable materials	7.14	6.80	5.04
Outside services	5.92	3.77	4.81
TOTAL MATERIAL	50.11	44.95	49.81
FACTORY PAYROLL	21.76	22.77	23.34
FACTORY EXPENSES	11.73	10.89	12.70
TOTAL FACTORY COST OF PRODUCT	83.60	78.61	85.85
GROSS PROFIT	16.40	21.39	14.15
ADMINISTRATIVE AND SELLING EXPENSES			
Administrative expenses	7.20	8.12	5.17
Selling expenses	3.27	4.42	3.41
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	10.47	12.54	8.58
INCOME BEFORE INTEREST EXPENSE	5.93	8.85	5.57
Interest expense	1.21	0.28	0.42
OPERATING INCOME	4.72	8.57	5.15
Other income	0.66	1.23	0.72
INCOME BEFORE INCOME TAXES	5.38	9.80	5.87

SUPPORTING SCHEDULES - SALES = 100%

OTHER CHARGEABLE MATERIALS			
Ink	3.43%	2.97%	2.95%
Film	0.72	0.66	0.41
Plates	0.82	0.96	1.25
Other chargeable materials	2.17	2.21	0.43
TOTAL OTHER CHARGEABLE MATERIALS	7.14	6.80	5.04
OUTSIDE SERVICES			
Composition	0.48	0.80	0.00
Offset preparation	0.12	0.00	0.00
Printing	1.54	0.00	0.00
Binding	1.51	0.00	1.00
Other outside services	2.27	2.97	3.81
TOTAL OUTSIDE SERVICES	5.92	3.77	4.81

** Sample insufficient for Profit Leaders.

NEWSPAPER		DIRECTORY**	NO PREDOMINANT SPECIALTY	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
100.00%	100.00%	100.00%	100.00%	100.00%
37.96	38.01	40.10	34.60	35.38
4.90	3.87	3.91	5.26	4.30
4.26	3.57	4.12	3.74	3.05
47.12	45.45	48.13	43.60	42.73
25.01	19.62	22.55	21.11	19.53
10.89	8.89	10.53	12.04	11.37
83.02	73.96	81.21	76.75	73.63
16.98	26.04	18.79	23.25	26.37
9.59	9.14	8.00	8.50	6.91
1.42	0.81	3.11	8.49	9.33
11.01	9.95	11.11	16.99	16.24
5.97	16.09	7.68	6.26	10.13
1.43	0.94	2.50	1.52	0.93
4.54	15.15	5.18	4.74	9.20
1.01	0.23	0.04	0.91	1.19
5.55	15.38	5.22	5.65	10.39
2.66%	1.47%	2.46%	0.86%	1.04%
1.42	0.72	0.46	0.52	0.57
0.75	1.68	0.71	0.63	0.69
0.07	0.00	0.28	3.25	2.00
4.90	3.87	3.91	5.26	4.30
0.25	0.86	0.07	0.11	0.10
0.03	0.11	0.37	0.13	0.21
2.83	0.00	1.60	2.37	1.11
0.86	2.53	1.63	0.11	0.02
0.29	0.07	0.45	1.02	1.61
4.26	3.57	4.12	3.74	3.05

SUPPORTING SCHEDULES - SALES = 100%

	COMMERCIAL AND ADVERTISING		MAGAZINE AND PERIODICAL**
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
FACTORY PAYROLL			
Salaries - executive	1.86%	2.47%	1.05%
Direct wages	15.42	14.40	15.50
General factory salaries and wages	0.65	1.21	2.45
Packing, shipping and delivery wages	0.61	0.90	0.29
Payroll taxes	1.44	1.51	1.39
Employee benefits	1.78	2.28	2.66
TOTAL FACTORY PAYROLL	21.76	22.77	23.34
FACTORY EXPENSES			
Fixed Expenses			
Depreciation - real estate	0.31	0.09	0.05
Depreciation - other	2.22	1.78	2.19
Taxes - real estate	0.15	0.05	0.12
Taxes - other	0.13	0.13	0.32
Insurance	0.57	0.41	0.22
Building rent	0.99	0.79	0.62
Utilities - heat, light, etc.	0.97	1.22	1.15
Equipment rental	1.39	0.60	1.19
Total Fixed Expenses	6.73	5.07	5.86
Other Expenses			
Factory supplies and expense	1.27	1.54	2.09
Packing, shipping and delivery expense	1.61	1.94	1.92
Repairs and maintenance	1.54	2.10	1.89
Other factory expenses	0.58	0.24	0.94
Total Other Expenses	5.00	5.82	6.84
TOTAL FACTORY EXPENSES	11.73	10.89	12.70
ADMINISTRATIVE EXPENSES			
Salaries - executive	1.89	1.77	2.03
Salaries - office	1.74	1.78	1.21
Payroll taxes	0.26	0.21	0.18
Employee benefits	0.33	0.58	0.42
Bad debts	0.41	(0.03)	0.38
Office supplies and expenses	0.42	0.37	0.18
Professional fees	0.55	0.42	0.21
Taxes - business	0.17	0.15	0.00
Telephone	0.33	0.42	0.22
Other administrative expenses	1.10	2.45	0.34
TOTAL ADMINISTRATIVE EXPENSES	7.20	8.12	5.17
SELLING EXPENSES			
Salaries - executive	0.62	1.26	1.02
Salaries and commissions - salesmen	1.31	2.14	0.64
Salaries - sales office clerical	0.12	0.00	0.58
Payroll taxes	0.08	0.12	0.09
Employee benefits	0.10	0.26	0.35
Advertising	0.16	0.04	0.10
Travel and entertainment	0.57	0.43	0.36
Other selling expenses	0.31	0.17	0.27
TOTAL SELLING EXPENSES	3.27	4.42	3.41

** Sample insufficient for Profit Leaders.

NEWSPAPER		DIRECTORY**	NO PREDOMINANT SPECIALTY	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
0.60%	0.00%	1.39%	2.33%	1.80%
19.51	17.31	14.88	13.23	12.58
0.88	0.00	1.48	1.67	1.23
0.54	0.00	1.77	0.69	0.66
1.39	1.13	1.67	1.41	1.18
2.09	1.18	1.36	1.78	2.08
25.01	19.62	22.55	21.11	19.53
0.28	0.00	0.27	0.16	0.10
2.72	3.39	2.45	2.71	2.78
0.23	0.25	0.13	0.22	0.30
0.07	0.07	0.38	0.13	0.14
0.39	0.37	0.22	0.34	0.32
0.78	0.49	0.46	1.30	0.78
0.79	0.73	1.01	1.11	1.04
0.18	0.40	0.27	0.40	0.06
5.44	5.70	5.19	6.37	5.52
2.11	1.96	2.81	1.63	2.19
0.49	0.20	0.50	1.85	1.99
1.16	0.72	1.22	1.39	0.99
1.69	0.31	0.81	0.80	0.68
5.45	3.19	5.34	5.67	5.85
10.89	8.89	10.53	12.04	11.37
3.20	4.28	2.28	2.66	2.18
1.93	1.53	1.85	2.15	1.63
0.29	0.20	0.23	0.26	0.18
0.33	0.14	0.27	0.42	0.38
1.01	1.38	0.91	0.23	0.26
0.37	0.18	0.31	0.27	0.18
0.58	0.59	0.59	0.38	0.19
0.15	0.14	0.02	0.10	0.01
0.40	0.35	0.24	0.40	0.29
1.33	0.35	1.30	1.63	1.01
9.59	9.14	8.00	8.50	6.91
0.29	0.00	0.81	1.87	2.42
0.57	0.36	1.02	3.29	3.41
0.00	0.00	0.21	0.71	0.77
0.03	0.03	0.09	0.28	0.20
0.04	0.03	0.08	0.43	0.48
0.09	0.17	0.09	0.36	0.56
0.13	0.17	0.22	0.64	0.55
0.27	0.05	0.59	0.91	0.94
1.42	0.81	3.11	8.49	9.33

BALANCE SHEET

	COMMERCIAL AND ADVERTISING		MAGAZINE AND PERIODICAL**
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
ASSETS			
CURRENT ASSETS			
Cash	9.56%	20.88%	(11.46)%
Receivables	31.63	31.59	51.73
Inventories	16.26	13.38	30.19
Other current assets	5.76	8.88	0.25
TOTAL CURRENT ASSETS	63.21	74.73	70.71
FIXED ASSETS			
Real estate	7.64	6.83	3.34
Less: Accumulated depreciation	2.51	3.27	0.63
	5.13	3.56	2.71
Machinery and equipment	51.10	40.44	50.03
Less: Accumulated depreciation	25.72	24.72	25.07
	25.38	15.72	24.96
Other fixed assets	5.45	8.85	2.13
Less: Accumulated depreciation	4.13	5.61	0.86
	1.32	3.24	1.27
NET FIXED ASSETS	31.83	22.52	28.94
OTHER ASSETS	4.96	2.75	0.35
TOTAL ASSETS	100.00	100.00	100.00
LIABILITIES AND EQUITY			
CURRENT LIABILITIES			
Notes payable	7.76	0.83	3.11
Accounts payable	17.48	15.37	24.30
Other current liabilities	10.41	9.83	6.83
TOTAL CURRENT LIABILITIES	35.65	26.03	34.24
LONG-TERM LIABILITIES	23.78	5.29	10.63
TOTAL LIABILITIES	59.43	31.32	44.87
SHAREHOLDERS' AND PROPRIETORS' EQUITY	40.57	68.68	55.13
TOTAL LIABILITIES AND EQUITY	100.00	100.00	100.00

BALANCE SHEET RATIOS

CURRENT RATIO	1.77	2.87	2.07
QUICK RATIO	1.32	2.36	1.18
TOTAL LIABILITIES TO EQUITY	1.46	0.46	0.81
LONG-TERM LIABILITIES TO EQUITY	0.59	0.08	0.19
ACCUMULATED DEPRECIATION - MACHINERY AND EQUIPMENT TO TOTAL MACHINERY AND EQUIPMENT	0.50	0.61	0.50

** Sample insufficient for Profit Leaders.

NEWSPAPER		DIRECTORY**	NO PREDOMINANT SPECIALTY	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
8.22%	18.10%	6.51%	10.42%	12.27%
26.29	34.90	21.33	29.02	28.97
8.19	8.45	15.36	20.17	21.05
5.62	5.44	2.58	2.23	2.01
48.32	66.89	45.78	61.84	64.30
15.96	5.67	9.90	8.99	7.76
2.34	1.75	1.84	2.71	3.11
13.62	3.92	8.06	6.28	4.65
55.97	58.13	48.02	60.51	60.43
27.93	34.42	16.09	34.27	32.92
28.04	23.71	31.93	26.24	27.51
9.54	3.16	5.36	6.23	4.42
5.11	1.88	4.07	3.21	2.30
4.43	1.28	1.29	3.02	2.12
46.09	28.91	41.28	35.54	34.28
5.59	4.20	12.94	2.62	1.42
100.00	100.00	100.00	100.00	100.00
7.93	4.93	11.08	8.05	6.72
21.76	28.78	10.27	12.91	12.07
8.36	15.49	7.32	8.15	10.43
38.05	49.20	28.67	29.11	29.22
25.91	13.68	47.18	21.00	11.56
63.96	62.88	75.85	50.11	40.78
36.04	37.12	24.15	49.89	59.22
100.00	100.00	100.00	100.00	100.00
1.27	1.36	1.60	2.12	2.20
1.05	1.19	1.06	1.43	1.48
1.77	1.69	3.14	1.00	0.69
0.72	0.37	1.95	0.42	0.20
0.50	0.59	0.34	0.57	0.54

SIGNIFICANT FACTS

	COMMERCIAL AND ADVERTISING		MAGAZINE AND PERIODICAL**
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
INVESTMENT			
Average assets per employee - All employees	$ 36,894	$ 34,947	$ 27,649
Average assets per factory employee (Excluding Executives)	48,687	44,308	32,292
Average net worth per employee - All employees	15,436	23,944	16,169
Average gross plant investment per factory employee (Excluding Executives)	33,160	26,345	20,174
Net worth percentage of fixed assets	194.66%	354.44%	216.26%
EMPLOYEES			
Percent factory - All employees	83.28%	86.10%	87.18%
Percent administrative - All employees	12.55	10.30	8.39
Percent sales - All employees	4.17	3.60	4.43
SALES - VALUE OF PRODUCT PRODUCED INCLUDING EXECUTIVES			
Sales per employee - All employees	$ 81,422	$ 78,278	$ 84,137
Sales per factory employee	101,013	91,452	96,455
Sales less material per factory employee	48,716	50,658	48,474
Sales per administrative employee	794,582	894,485	1,314,405
EXCLUDING EXECUTIVES			
Sales per employee - All employees	89,586	85,186	89,457
Sales per factory employee	105,413	97,558	99,285
Sales less material per factory employee	51,119	54,274	49,883
SALES PER SALESMAN	1,397,579	1,555,285	469,400
SALES TO CURRENT ASSETS	421%	347%	483%
PAYROLL - INCLUDING TAXES AND BENEFITS INCLUDING EXECUTIVES			
Total payroll percentage of sales	29.21%	30.88%	29.86%
Factory payroll percentage of gross plant investment	82.00	105.03	169.33
Payroll per employee - All employees	$ 22,249	$ 23,990	$ 25,255
Payroll per factory employee	20,331	20,610	22,581
Payroll per administrative employee	29,021	33,129	40,642
Payroll per sales employee	34,648	74,709	50,099
PAYROLL - EXCLUDING TAXES AND BENEFITS EXCLUDING EXECUTIVES			
Payroll per employee - All employees	$ 17,022	$ 17,160	$ 18,559
Payroll per factory employee	16,439	15,867	18,146
Payroll per administrative employee	15,756	16,585	17,798
Payroll per sales employee	24,912	54,609	27,090
EXECUTIVE PAYROLL			
Payroll per executive - All executives	44,125	50,962	58,918
Payroll per factory executive	34,360	34,346	36,676
Payroll per administrative executive	57,313	74,418	78,767
Payroll per sales executive	40,905	92,914	71,347
RECEIVABLES			
Collection period	52.1	53.7	57.1
PROFIT			
Gross profit percentage of sales	16.40%	21.39%	14.15%
Average gross profit per factory employee	$ 17,385	$ 21,384	$ 14,056
Income before taxes percentage of sales	5.38%	9.80%	5.87%
Average income before taxes per employee	$ 4,232	$ 7,714	$ 4,950

** Sample insufficient for Profit Leaders.

NEWSPAPER		DIRECTORY**	NO PREDOMINANT SPECIALTY	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
$ 43,493	$ 31,225	$ 92,957	$ 37,400	$ 41,124
51,026	35,461	119,975	67,761	85,615
14,547	11,277	20,567	18,238	23,795
38,240	24,590	80,433	48,372	54,680
114.71%	214.48%	63.13%	233.40%	233.94%
86.74%	88.73%	81.40%	69.49%	66.10%
11.28	10.04	12.80	13.99	12.24
1.98	1.23	5.80	16.52	21.66
$ 88,286	$ 96,401	$ 99,969	$ 77,220	$ 82,749
101,400	110,287	124,087	120,843	143,059
49,184	53,148	62,093	66,710	81,944
870,835	882,598	850,489	655,194	746,480
94,973	103,871	107,541	98,328	119,581
103,722	110,287	128,790	139,297	173,714
50,138	53,148	65,010	77,055	99,711
565,292	0	1,236,237	491,615	457,432
490%	410%	398%	371%	328%
31.69%	26.20%	29.40%	33.17%	31.17%
71.88	102.61	66.66	247.38	56.45
$ 23,056	$ 19,944	$ 27,469	$ 24,539	$ 25,680
20,820	15,587	25,677	24,100	28,204
36,689	51,294	35,517	28,899	29,482
24,604	7,549	36,190	28,709	33,791
$ 17,341	$ 13,360	$ 21,168	$ 20,120	$ 23,975
17,239	12,940	21,485	20,870	26,899
17,096	19,629	17,409	15,163	14,684
14,724	6,433	26,686	18,607	19,031
53,613	76,331	65,125	45,665	49,688
15,428	0	53,085	29,207	21,290
56,057	76,331	78,235	53,637	55,780
11,950	0	55,118	42,283	43,508
51.1	60.9	47.0	49.1	53.9
16.98%	26.04%	18.79%	23.25%	26.37%
$ 18,107	$ 28,024	$ 25,040	$ 33,006	$ 45,255
5.55%	15.38%	5.22%	5.65%	10.39%
$ 7,056	$ 15,887	$ 6,213	$ 4,675	$ 8,416

RETURN ON INVESTMENT - PER $100 OF SALES

	COMMERCIAL AND ADVERTISING		MAGAZINE AND PERIODICAL**
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS
INVESTMENT			
Current Assets:			
Cash	$ 4.42	$10.82	$(2.40)
Receivables	13.76	14.35	14.94
Inventories	6.47	5.54	8.93
Marketable securities	0.78	2.16	0.00
Other current assets	1.85	0.93	0.08
	27.28	33.80	21.55
Plant Investment:			
Land and building	3.21	2.90	1.46
Machinery and equipment	23.07	19.45	17.75
Other fixed assets	2.67	3.51	0.93
	28.95	25.86	20.14
Non-Current Assets	2.51	1.84	0.07
TOTAL INVESTMENT	58.74	61.50	41.76
INVESTMENT TURNOVER PER $100 OF SALES	170.24%	162.60%	239.46%
EARNINGS			
Cost of Product	$83.60	$78.61	$85.85
Selling Expenses	3.27	4.42	3.41
Administrative Expenses	7.20	8.12	5.17
	94.07	91.15	94.43
Income Before Interest, Other Income, and Taxes	5.93	8.85	5.57
RETURN ON INVESTMENT - INVESTMENT TURNOVER X INCOME	10.10%	14.39%	13.34%

** Sample insufficient for Profit Leaders.

NEWSPAPER		DIRECTORY**	NO PREDOMINANT SPECIALTY	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
$ 3.30	$ 6.47	$ 4.22	$ 5.29	$ 6.65
13.27	15.17	12.47	13.08	14.40
4.31	3.57	8.18	9.32	10.59
2.45	0.79	0.00	0.01	0.00
0.84	0.93	1.42	1.04	1.02
24.17	26.93	26.29	28.74	32.66
8.83	3.83	7.06	4.79	3.69
29.14	25.30	41.51	29.35	29.93
4.58	1.71	3.32	2.94	2.25
42.55	30.84	51.89	37.08	35.87
3.34	2.80	15.45	1.19	0.72
70.06	60.57	93.63	67.01	69.25
142.73%	165.10%	106.80%	149.23%	144.40%
$83.02	$73.96	$81.21	$76.75	$73.63
1.42	0.81	3.11	8.49	9.33
9.59	9.14	8.00	8.50	6.91
94.03	83.91	92.32	93.74	89.87
5.97	16.09	7.68	6.26	10.13
8.52%	26.56%	8.20%	9.34%	14.63%

ABSOLUTE DATA

	NUMBER OF PARTICIPATING FIRMS	AVERAGE FIRM REPORTING** TOTAL ASSETS	SALES OR VALUE OF PRODUCTION	TOTAL INCOME
TOTAL - ALL FIRMS	55	$ 4,198,000	$ 7,774,000	$ 465,000
TOTAL - PROFIT LEADERS*	16	4,797,000	7,303,000	744,000
BY SIZE OF FIRM				
ALL FIRMS				
0-$1,500,000	5	426,000	824,000	68,000
$1,500,000-$5,000,000	23	1,308,000	2,920,000	179,000
$5,000,000-$10,000,000	15	2,980,000	6,653,000	361,000
$10,000,000-$20,000,000	7	7,729,000	14,706,000	982,000
Over $20,000,000	5	19,978,000	30,711,000	1,770,000
PROFIT LEADERS				
0-$1,500,000	2	736,000	1,263,000	146,000
$1,500,000-$5,000,000	6	1,536,000	3,585,000	491,000
$5,000,000-$10,000,000	4	2,721,000	6,466,000	591,000
$10,000,000-$20,000,000	3	8,127,000	15,034,000	1,402,000
BY PRODUCT SPECIALTY				
ALL FIRMS				
Commercial and Advertising	19	3,544,000	7,021,000	457,000
Magazine and Periodical	2	4,073,000	10,841,000	652,000
Newspaper	9	5,357,000	9,557,000	555,000
Directory	3	12,756,000	13,042,000	877,000
No Predominant Specialty	20	3,232,000	6,896,000	377,000
PROFIT LEADERS				
Commercial and Advertising	4	5,025,000	9,822,000	943,000
Newspaper	3	1,122,000	3,063,000	486,000
No Predominant Specialty	8	2,810,000	5,816,000	573,000

HOW THE NUMBERS ARE COMPUTED

The PIA Ratios are computed by the method of relative or common size. With this method each company's dollars are converted into a percentage to the total. Then these percentages are added in total and within a given sales class. This is a very simple way of avoiding what is known as self-weighting when various magnitudes are involved. With this method each company is given equal weight regardless of their size.

The following example illustrates how this calculation process eliminates the problem of the ratios' giving inordinate weight to the results of very large firms.

Firm	Sales	Factory Payroll	% of Sales: Firm's Ratio Factory Payroll	% of Sales: PIA Ratio Factory Payroll
A	$ 200,000	$ 60,000	30.0%	
B	500,000	100,000	20.0	
C	8,000,000	975,000	12.2	
			62.2% divided by 3 = 20.7%	

* "Profit Leaders" are those firms which earned 8% or greater pretax profits on sales.
** Unlike the ratios shown in this book, these figures are arithmetic averages.

HOW DO YOU COMPARE IN NORTH AMERICA?

The Individual Company Computer Printout is a fundamental part of the PIA Financial Ratio Study. It is a detailed, well-organized presentation of key financial information that encompasses every facet of your printing business. It contains data specific to your company that are not available in the published volumes of the study. The Individual Company Computer Printout, designed with you, the busy printing executive in mind, is a concise presentation of:

- Your firm's operating statement;
- Your firm's balance sheet;
- Supporting schedules for your firm's income statement and balance sheet; and
- Your firm's Return on Investment.

In addition:

- Your firm's financial data are expressed in dollars and ratio form;
- The ratios of your printing firm are compared side by side with the ratios of all other ratio study participants and "profit leaders," based on both sales revenue and value added. Ratios of survey participants and "profit leaders" that produce the same products and use the same manufacturing process are also presented for your immediate comparison;
- Using the same presentation format described in the previous item, the ratios of your printing firm are also compared side by side with the ratios of all survey participants and "profit leaders" that are approximately the same size in terms of sales; and
- Finally, "significant facts" statistics are presented to help you gauge where your company stands relative to industry "profit leaders" and the U.S. and Canadian printing industries as a whole.

Because of the detail that the Individual Company Computer Printout contains, it can quickly help you identify those areas and operations of your business that are running efficiently and those that are not. You'll be able to ascertain the seriousness of problems and how much corrective action is necessary. The bottom line is that you can purchase all of these data for a small fraction of what you would have to pay if you generated a similar analysis from scratch.

If you are part of the 1984 database, and have not already done so, I urge you to make the investment. If you are not part of the database, please consider participating in the 1985 PIA Financial Ratio Study and availing yourself of this particular service.

William A. Rose, II
Director
PIA Financial Services